

ORD Executive Council Meeting

October 17, 2016

Draft Meeting Summary

Opening Remarks

Discussion:

- There is an evolution in leadership to be more inclusive
- Many around the agency now turn to ORD for our expertise on issues like TSCA.
- We have built this trust with the programs through initiatives like advanced notification.
- Thank you to those that have stepped up in the organization. We are moving forward in filling several senior level positions, including the NRMRL Deputy Director, NHEERL Deputy Director, OARS Deputy Director, OPARM Director, NHSRC Deputy Director, and the OSIM Deputy Director.
- Executive-level recruitment announcements will now go to ORD-All.
- With our T42 authority capped at 50 slots, we will be developing a process to prioritize these positions as requests come through.
- While SES-level employees can move from one position to another, T42 employees are wedded to their positions and therefore cannot be used to fill vacancies in the organization.
- Why does part of the science organization report to the DAA for Management while the other part reports to the DAA for Science? The Lab Directors report to the Management side because they have more issues beyond science (ie., personnel, facilities, etc.). There needs to be greater interaction on the science.
- We need to devote more time to building relationships and breaking down silos among the labs and centers.
- We need to make sure that ORD is a good place to work and that our employees are feeling challenged.

Next Steps

- We will continue this discussion at the next EC 3PM meeting.

BUILDING CAPACITIES IN SOCIAL SCIENCES (PPT and Policy Paper)

Work group: Dan Costa and Bob Kavlock

Challenge:

To grow ORD's social science capacity by increasing infrastructure, developing key partnerships and incorporating social science principles into ORD's research.

Discussion:

- The importance of incorporating social science in ORD's research has been recognized for years by the SAB/BOSC.
- The task for the NPD's following the October workshop was to look into their portfolio to see where the social sciences may be useful to their program.
- We don't want to get "trapped" into the economics (e.g., benefit-cost analysis). It is just one of 15 plus areas of social science.
- ORD explored social sciences about 8 – 9 years ago. There may be some materials that can be resurrected. Jennifer volunteered to look into the archives.
- As we continue the efforts to integrate the social sciences into our research, we need to think about the future hires that would be needed.
- An important role for the social science area is developing research programs that have the capacity to engage with communities and develop research programs that are more relevant.
- Need to incorporate this into the problem formulation step of research planning.
- How do we know when we have been successful?
- Is there a phased approach to this that we should consider?

Next Steps:

- Designate a senior social scientist in ORD to coordinate across organizations (immediate)
- Identify key leaders in ORD who will be strong champions (immediate)
- Establish a network of social science experts within the agency (immediate)
- Develop workforce hiring plan (longer term)
- Identify resource needs (longer term)
- Target post doc hires to work in the key areas (longer term)

BUILDING CAPACITIES IN PUBLIC HEALTH (PPT and Policy Paper)

Workgroup: Kacee Deener and Wayne Cascio

Challenge:

To grow ORD's public health capacity by strengthening public health leadership within ORD, developing key partnerships outside the agency and incorporating public health principles into ORD's work.

Summary: ORD's public health capacity will be institutionalized by strengthening leadership, by building partnerships and by incorporating public health principles into ORD's work.

Discussion:

- Public health is not an issue. It's a point of view. It needs a different treatment - thinking about how we do our business differently. Public health needs a very front end advocate for the topic area and a systemic change in how we frame

our issues and conduct our research.

- ORD has developed tremendous products and data. We need to be able to leverage folks like HHS to disseminate. By getting HHS on board to be our sales force, we can get our work and our tools into the public health community. We build trust this way and we build capacity.
- Federal agencies have an issue with the trust of the American public. We need to develop research projects that connect with the public to improve trust and our reputation. We need to build a “research into action network” by building capacities with willing public health partners. The public health organizations have more inroads with the community. These partnerships also will help with the trust issues.
- We need to embrace our public health partners but we shouldn’t wait for them. We need more urgency to make it happen.
- This is especially vital for the tribal communities and disproportionately impacted communities. If we are interested in making a difference in the lives of people in these communities, then we need to engage more than the public health community. We need to involve housing and other sectors. To be more effective, we need to have the right connections with broad impact.
- Consider both ends of the spectrum – children and the elderly. Leverage existing networks and practices e.g. add 2 or 3 questions to a pediatrician’s health history form that will include questions on environmental exposure. An existing network can provide data and also communicate public health messages.
- We need to lead this discussion in the agency and make the right connections with program offices and regions. There is a lot of work to do to make sure that people understand these issues.

Next Steps:

- Identify ORD leaders to build and foster key relationships.
- Identify one person to coordinate implementation of recommendations.
- Develop workforce hiring plan.
- Identify resource needs to implement hiring plan.
- Decide upon which of the recommendations to implement.

BUILDING CAPACITIES IN DRINKING WATER (PPT and Policy Paper)

Work group: Suzanne van Drunick and Cindy Sonich-Mullin

Challenge:

To build ORD’s drinking water research program to meet the increasing research needs so that it’s sustainable and valued in the Agency and worldwide.

Discussion:

- One proposal is to create an ORD Drinking Water Technical Support Center in conjunction with OW. OW is very supportive of this idea. This would be similar to the Superfund Technical Centers, but focused on drinking water.

Establish a workgroup by the end of the year – a small brainstorming group to think in a practical way how to leverage FTE and dollars. We need a long term commitment to a stable workforce and a stable budget.

- Succession planning is another issue. How do we find the next generation with the types of expertise that we need? We are at risk of losing our capacity and our capability.
- This is solidifying the water program. Currently researchers provide technical support. But it's not sustainable. Contractor support is only useful to triage. We want to formalize it.
- Could this be a pilot/case study for social science and drinking water and public health? A platform to define the role of social science on drinking water issues.
- This is a good opportunity to build connections between Homeland Security and SSWR. The Environmental Response Network might be a good way to build capacity and address local issues.

BUILDING CAPACITIES GENERAL DISCUSSION:

- The three capacity building activities are interrelated and we need to build one set of resources that support all. This is about thinking how we do our business differently. How do we take these on? How do we find the money to make the investment? We have to think of new ways of problem formulation so that this is part of what we do. We need to invest in the social science components.
- We have critical infrastructure needs and the nation has crucial infrastructure gaps.
- The investment in social sciences needs to be more than one person. Maybe one person to champion the effort by building a cadre or sustainable team. Successful models include Comp Tox and the Office of Children's Health.
- We have three plans and we have some difficult decisions to make. As a senior leadership team, we support the integration of these efforts into the work that is important to us.
- With the White House focus on water we need to move forward. Public health is part of the evolution of ORD. In the social sciences we need the leadership to move forward.
- We have three slightly different approaches, but we have consensus and support so need to get to the nuts and bolts (FTEs, \$, etc.).

BUILDING CAPACITIES NEXT STEPS:

ACTION: Each of the three work groups assign resources (FTE's and \$) for different tiers of recommendations.

ACTION: Allocate one or part of one FTE for a champion/leader for Public Health.

ACTION: Allocate one FTE for a champion/leader for Social Sciences.

ACTION: Develop a proposed business plan for a Drinking Water Technical Center.

ACTION: Address the skills gaps and development of hiring plans with the WAB to build these three capacities.

UPDATE ON WORKFORCE ADVISORY BOARD – Mary Ellen Radzikowski and Desmond Mayes

Discussion:

- There are 4 areas of focus: employee retention and recruitment, diversity and inclusion, leadership and management, and performance management.
- ORD's biggest challenge is the slow pace of recruitment, which contributes to the loss of good candidates.
- The Shared Service Centers are hiring more people, using standardized position descriptions and standardized announcements. We are forming a team of subject matter experts whose priority is to rank and rate candidates.
- OARS is working on developing reports that will help analyze recruitment information. This should be released in about the next month.
- There is a similar issue with contracts – there is no reporting ability.
- Is the Workforce Advisory Board targeting people at the bench level or management? Both, managers are chairing the committees, but welcome participation from across the organization to advise on these different focus areas.
- An example of the things this group might do is to standardize PARS for managers and others and have consistent critical elements.
- This group does not take away from OARS responsibilities, but rather engages the other parts of the organization. This is a mechanism to share best practices across the organization in these areas.
- Personnel security is now being done outside of the Agency.

CONNECTING THE DOTS IN ORD: INNOVATIVE APPROACHES TO RISK ASSESSMENT, RISK MANAGEMENT, AND RISK COMMUNICATION

Overarching Vision for ORD – Tom Burke

- We have a strong science unifying our point of view and vision.
- We can use the assessment of risk to guide all of our decisions while taking the systems approach. Think of Gold King and the modeling work done there. This has been a game changer for the agency.
- We need to rethink our use of risk to guide all our decisions and consider a portfolio approach to chemical risk assessment.

Innovating Chemical Risk Assessment - Public Health At The Cross Roads: Advancing A Portfolio Approach For EPA's Risk Assessment - Kacee Deener, Bob Kavlock, Rusty Thomas

Goal:

- To refine EPA chemical assessments to provide the science needed to support a range of environmental and public health decisions.

Challenge:

- Tens of thousands of new chemicals, little data, lengthy assessment process and intense stakeholder interest.

Presentation (PPT):

- Proposal - A portfolio approach to risk assessment that is responsive to and protective of public health that allows EPA to address critical issues in a timely manner.

Discussion:

- Tom has met with some AAs about this new portfolio approach and all have embraced it. They believe it is a credible method that will allow them to break the log jam in communicating public health information and tackling the problems.
- The portfolio approach is not introducing anything new just formalizing products that the agency is using and how they use it.
- Advanced assessments are not necessary to make decisions. There will not be a new set of criteria for new data to reopen the assessment or reevaluate the determination.
- The main objective of the portfolio approach is to create a system of accountability. One product cannot address all the issues that are contained in a system.
- We will need to educate the programs on how to use ranges to fulfill the requirements of their statutes and regulations.

Next Steps:

ACTION: Develop a roll-out strategy including discussions with Program Offices and Regions

ACTION: Draft the paper to submit to the Science (Policy Forum).

Alternative Methods and International Risk Assessment Workshop – Bob Kavlock, Tina Bahadori and Maureen Gwinn

Accelerating the Pace of Chemical Risk Assessments Workshop Goals

- To bring together international regulators to discuss progress and barriers in applying new tools to prioritization screening and quantitative risk assessment.
- To discuss opportunities for increased collaboration.

Presentation (PPT):

- A lot of countries are engaged in the same type of process we are with too many chemicals and not enough data.
- The group considered proposed case studies.

Discussion:

- The point of the workshop was to discuss the barriers and opportunities in

accelerating chemical risk assessment, particularly with regulatory decision-making.

- There was a robust discussion of the barriers to using new alternative methods.
- Is there a list of 10 chemicals with a solid risk assessment that you could take these alternative methods and develop a sensitivity approach or which work better in what context?
- IARC has started to use the Comp Tox data.
- A big learning is that the other countries are not as litigious. Precaution is not forbidden. There are no bright lines and more qualitative assessments.

Next Steps:

- European Chemical Agency will host a second meeting in 2017.

ACTION: Bob Kavlock is writing a perspective for BNA.

Exposure Assessment Advances - Jennifer Orme-Zavaleta

Challenges:

- Capitalize on major technological advances in analytical methods, biological and environmental monitoring sensors and computational tools.
- Timely characterization of human and ecological risk.
- Elevate importance of exposure in characterizing risk.
- Improve public and environmental health protection.

Presentation (PPT):

- What will exposure assessment look like in the future? We are on a great threshold for evaluating exposure - how to characterize and look at hazards associated with it to improve our understanding. Toxicity will be so much better informed when we better understand exposure
- There are lots of chemicals out there and we are only focusing on the tip of the iceberg. We need to broaden our definition of risk and move past the traditional thinking of point of contact to internal dose.
- Think of the system in the context of the exposome over the course of a lifetime.
- Exposure science is evolving. There is decreased evidence on gathering data, direct measurements, standalone empirical models and targeted chemical modeling. More emphasis is placed on novel data sources, remote sensing, predictive measurements/models, non-targeted analyses, integrated systems and high throughput exposure modeling

Discussion:

- The focus is to include risk management, grants, risk communication, health and ecological effects.
- The Administrator was in Rwanda recently and said we were going to get rid of refrigerants. What are the alternatives to meeting refrigeration and air conditioning needs? Do we have an eye on the replacement chemicals? GAO is pushing for greener alternatives, but there is not enough information. NRMRL's

Life Cycle approach is one way to address this.

- Should we be using biosystems thinking? Everything we do is Paracelsus based. Every single disease process is not an effect but rather a decrease in homeostasis. Maybe most of the outcomes are not based on exposure but the ability to compensate with the totality representing a reduction in resilience.
- Need a focus on prevention.
- Organizationally the risk assessment community continues to lag behind because of the statutes they work under. We have to show them how to do this – like EMAP. The NHANES work was not untargeted. It was driven by analytical methods not statutes.
- We have an enormous opportunity with biomarkers. EPA's ability to identify and set priorities for candidate chemicals to be further studied is very strong.

DRAFT

ORD Executive Council Management Council Meeting

October 18, 2016

Draft Meeting Summary

WELCOME: Tom Burke

- Yesterday was a day of reflection on change. Changes in leadership and discussions on transparency, inclusion, and decision-making.
- We thank Stan and Gina McCarthy for supporting us in all our efforts.
- We discussed the importance of management strength and workforce development.
- We discussed the integration of new methods into our decision-making.
- I am really happy to have Stan here today. Stan has great respect for the regions and the states. He is a strong advocate for the SES candidate development program. He is attentive to how the Agency works and invests in the career development of EPA's staff.

KEYNOTE ADDRESS: Stan Meiburg

- ORD leadership has been instrumental in building bridges across the Agency. The strength of the leadership represented in this room gives me great confidence in the future of EPA. ORD has always played a strong role in EPA's work. I would like to thank all of you for the work you do in support of EPA's mission. It has been an honor to work with you.
- For many of you, this will be your first transition in your current position. My best advice for you is to keep doing your current job well.
- Researchers live in a complicated world. We have to explain what it is that we're doing and why we're doing it. Real science is messy – it is not easy and it is not simple.
- If you don't have good communication, you can have the strongest science message in the world and it will be misinterpreted. Just because we don't know everything doesn't mean we can't say anything. Any work you do will be more effective if it is explained well.
- This room contains the leadership of ORD. Leadership is not just about getting things done. It is how you get those things done that really matters. Some of the best leaders help people find success at the edge of their comfort zone. Your job is to help employees do their job as they navigate through the growth periods – the periods of discomfort as they transition into new work and new responsibilities.
- For leaders of EPA this means:
 - Continuing to maintain an outward facing focus on clients, states, citizens. How can we do transformational things to bring about transformational change?
 - Lean into the matrix structure of ORD. Working in matrix organizations is very hard. To make it work effectively the soft skills are every bit as important as the hard skills. There needs to be respect for both sides of the matrix.

In ORD you have a unique advantage. You have the largest amount of discretionary resources in EPA. It is easier for you to move resources around than almost every other part of the Agency. Turn this into an opportunity to provide services to the Agency and to help your partners.

- We turn to ORD time and time again because of your talents and your integrity. The country will always need your scientific expertise.

Discussion:

Q: Is there something that you didn't get done that you would have liked to?

A: I would like some of the operational stuff to work better. I would like to complete another SES CDP and provide more support for the First Line Supervisor engagement program. I would like to have more LEAN activities and expand our work with the states. These operational improvements will ease the business of environmental protection.

Q: Can you share any insights about what will happen through the transition?

A: There is a whole structure for transition and it is more systematic than it has been in the past. After the election, the landing team will be here quickly and we will see some early appointments. Mike Flynn has come up to the Administrator's office as the Associate Deputy Administrator and will provide continuity through the transition.

Q: What do you think we have learned from the legacy of Flint? What has the federal government learned?

A: One of the legacies is the time it takes for a message to be sent to the time it is received. We need to encourage a conversation on problems, even when there is no known solution. Every problem does not require a federal government solution. States have resources and tools as well as the knowledge of the circumstances that we do not necessarily have. We are ready to support them when needed.

Q: What are some recent successes as an Agency?

A: I am proud of the fact that overall our EVS engagement scores went up by 4 points this year. This shows that employees are feeling heard and are being respected. We are now above the government-wide average. The establishment of the Water Infrastructure and Resiliency Finance Center. We need \$670 billion across the U.S. We have \$2 billion in the fund. The Center is about how we make that money work harder and how we leverage other assets. The First Line Supervisors Group was a group without a voice in the Agency, but now they do. E-Enterprise is modernizing the business of environmental protection.

Q: We would like to extend our appreciation to you for your lengthy career at EPA. How can we as a science organization better advance science in EPA and in the public?

A: We need to first and foremost deal with reality. We live in a world of skepticism. The lens in which our information gets translated distorts the science message. We need to take lessons from risk communicators. We need to be clear in what we know, what we

don't know and what we can do.

Q: The structure of some of our environmental statutes constrains much of what we can do. How can we overcome those constraints and what can we do in ORD to encourage people to look at cross-media issues and solutions?

A: ORD can "fight the building". Overcome the constraints imposed by the very structure of our worksites. Encourage people to congregate and talk with other parts of the agency. Networks are the antidotes to stove pipes. Find creative ways to work through the challenges even within the statutory frameworks that we have.

Q: Our Title 42 program is 10 years old now. We continue to struggle to get permanent authority. What is your advice on how to move forward on that?

A: Build the business case. ORD needs to develop the business case that demonstrates the benefit to EPA.

Q: Is there a case for expanding beyond ORD?

A: That would be difficult since the authority is based on hiring competitively to advance the science field.

Q: What is your advice on how to continue building our relationships with the Agency?

A: All of you in this room have communicated that ORD cares about the Agency. I would leverage that and continue to reach out to find ways to assist. ORD is a complicated organization and the rest of the Agency doesn't always understand ORD's complicated structure. ORD should educate others about what it does and where they can engage on certain issues.

EC/MC RESOURCE UTILIZATION – John Steenbock and Desmond Mayes

Goal:

To brief the EC and MC on the status of the resource utilization at midterm.

Presentation (PPT):

- ORD has historically had low commitment and obligation rates compared to the rest of the Agency.
- ORD typically loses \$5M - \$6M per year from expired appropriations, where funds were obligated but never expended. These losses have drawn negative attention and put resources at risk especially from OMB. It can impact our pass back. Over the last 4 years, \$19M was lost in expired authorizations.
- To address this fiduciary issue and to reduce the amount lost on expired appropriations, the MC established stretch goals to achieve higher commitment and obligation rates. ORD did a great job in 2014, but then lost focus and went backwards in 2015.
- In 2015, the MC formed the Resource Advisory Workgroup to monitor rates of expenditures, identify impediments and to improve the pace of utilization.
- As of October 12, 2016, there is \$30M that could be used for corporate needs.

Discussion:

- FY16 has the lowest percentage of unobligated funds of the past three years, showing that ORD is making progress in meeting its stretch goals of 100% commitment and obligation of its funds. By committing and obligating funds in a timely manner, ORD is reducing its at-risk, expiring funds.
- ORD needs to keep the eye on the ball and continually monitor spending rates. Developing a dashboard may help in tracking information.
- Organizations need to use their resources and check that the resources being committed are actually being obligated.
- Some things are beyond ORD's control, but ORD can still take proactive steps.
- Need to do a similar analysis by NPD, not by LCO.
- The biggest challenge is the need for a cultural change in ORD in how ORD manages resources.

ACTION: Provide similar analysis by National Research Program.

CITIZEN SCIENCE – Dr. Caren Cooper, Assistant Head of the Biodiversity Lab at North Carolina Museum of Natural Sciences and Associate Professor at North Carolina State University

Presentation: Life, Liberty and the Pursuit of Data: Citizen Science as a Knowledge Democracy (PPT):

- The goal is to think differently about knowledge production and how we as a society go about solving our global problems. Citizen Science is an umbrella term for systems of knowledge production.
- There are multiple examples of scientific discoveries originated by citizen science.
- Everyone benefits from citizen science and everyone contributes. We need to consider ethics when discussing Citizen Science – human subject issues and ethical oversight. We also need to think about the DIY scientists and how we oversee their work.
- Citizen Science is in every discipline. It requires an investment as it must be maintained. It is not just outreach, it is authentic research.
- It plays a vital role in resource management and provides quality data. Citizen Science includes a community-based approach, in which the data is reviewed subjectively.
- In order to increase engagement with Citizen Science, best practices should be captured at a high level.

Discussion:

Q: EPA has many monitoring networks that help to shape our national policies. There is a great deal of concern that with Citizen Science it may show that we were looking at the wrong things. How do we progress from Citizen Science to integration into “traditional” monitoring?

A: This is a challenge. Some things are good areas for Citizen Science monitoring - fine scale geographical issues, weather stations, pollution and local community needs.

Q: In EPA we are challenged in using Citizen Science. We tend to overlook the initial step of imbedding ourselves and building trust. What advice do you have for us?

A: In terms of Citizen Science design, engaging communities is an entire skill set. Partnerships are very important. Working with communities is being responsive to their needs but it is also important to be proactive and setting up baseline measurement programs. A combination of a bottom-up and top-down approach, along with social capital can lead to progress.

EVS – BRIEFING AND NEXT STEPS- Sondra Kahawaii and Nathan Pace, Partnership for Public Service:

Presentation (PPT):

- The Partnership for Public Service is a nonprofit, nonpartisan organization that helps by strengthening the civil service and the systems that support it.
- For 13 years, PPS has issued the Best Places to Work (BPTW) in the Federal Government rankings which highlight the best in employee engagement and holds agencies accountable when they fall short. The rankings are based on results from OPM's annual Federal Employee Viewpoint Survey.
- The rankings can help ORD by highlighting successes and identifying areas for improvement, benchmarking yearly progress, and providing tools to promote and improve employee engagement.
- The Best Places to Work Index is based on three questions:
 - *"I recommend my organization as a good place to work"*
 - *"Considering everything, how satisfied are you with your job?"*
 - *"Considering everything, how satisfied are you with your organization?"*
- In addition to measuring overall employee satisfaction and commitment, the BPTW also grouped questions from the survey into 10 categories that measure employee views on various aspects of their jobs and workplaces to help agencies to target specific areas for improvements.
- There are consistent best practices that can be leveraged at an organizational level to improve employee engagement and drive performance.

Discussion:

- What is the connection between low scores and senior leadership? Some is ambiguity as to who is 'senior leadership'. In some cases, it relates to things that leadership has no control over – some deeper dive questions may help inform that. Important to show that yes, we are trying but it is out of our control in some cases – at least have a dialogue.
- We are 1,700 people in 13 locations. Do large organizations take an organization wide approach or do they break it down into smaller organizational units? Generally have an overall approach but allow the smaller units to adapt to their specific situation.
- How do we want to manage this in ORD?

Distribute the report to all staff and then take a bottoms-up approach to developing solutions.

- Take a top-down and a bottoms-up approach
- Develop solutions for the entire divisions.
- Look at subcomponent results because there are different cultures in every organization.
- Prioritize, get employee input, and create action plans.
- Benchmarking - pick a closer benchmark agency but the trend of your annual results is your most relative benchmark.
- Look for employee driven solutions first and foremost.
- Do something – silence often has a negative connotation.
- Message the positives – for example, workplace safety.
- A good example is human capital plan by NASA in 2015 – they will share with us.

Next Steps:

- PPS will send their 2016 report to Steve Van Horn.
- Each Division will share the EVS report and hold meetings with their staff.
- Start at the bottom and then at the higher level to collect best practices. There is probably not a one size fits all approach.

ACTION - The 2016 ORD results will be distributed by Chris Robbins.

360 ASSESSMENTS: OPM BRIEFING – Matt Sigafosse

Presentation (PPT):

- 360 assessment are used for development purposes only and is an opportunity to compare your perceptions with perceptions from others.
- Look at the benchmarks; don't rely on a rank order of competencies to assess true strengths.
- Look for overlap and/or disconnect between supervisor and direct report scores.
- The Competency Breakouts section is the nuts and bolts of the report. Always start with the all raters score and then work down to more discrete scores.
- Look for clusters and common themes of competencies and challenges.
- In the Comments Section look at strengths, challenges, development needs. Read back through your report to find common themes.
- A score below the benchmark signals a weakness; a score above the benchmark signals a strength.
- Supervisors tend to think about skills that are most important to them, and likewise for peers and direct reports.
- "No basis to judge" scores have been thrown out and do not impact your score.
- Moving forward:
 - Decide you want to make a change.
 - Develop and implement a Leadership Development plan.
 - Monitor and track progress.

Next Steps:

ACTION: Contact Anna Osaka to schedule individual sessions with OPM specialists

ACTION: Rollout the Group Feedback Briefing to the rest of the supervisors who did the assessment.

ACTION: Expand 360 assessments to the next group of supervisors.

ACTION: Summarizing your results by strengths and challenges and discussing them with your supervisor.

TRANSITION PROCESS – Shannon Kenny (EPA Transition Director)

Goal:

To report on the Agency transition effort and opportunities for ORD.

Presentation (PPT):

- Landing team likely to arrive on November 14th and will be located on the first floor of the East Building. GSA will give them an orientation. Awaiting the final MOU. They will not be government employees. The landing teams' interaction will occur through the EPA Transition Director, Shannon Kenny.
- Current E-Briefing system only available to a select group of employees.
- Deborah Heckman is ORD's Transition Coordinator.
- The first round of new political appointees will arrive after January 21.
- 70 issue papers were developed by the agency, as well as various talking points.
 - ORD led the development of papers on IRIS and Tire Crumb.
 - Briefing will be on broad topics (i.e. Lead), not organizational/ programmatic silos.
 - Papers will be finalized by the end of October.
- What to do now -
 - Update program websites.
 - Focus on how to meaningfully communicate the value of your work.
 - Stay focused on current priorities.
 - Help prepare staff for change.

Discussion:

Q: ORD and OSA have been integrated in the high profile activities of the agency. How do we solidify that role with the new administration? How do we maintain the critical role of science in agency programs?

A: A new vision of science in EPA. Is a short paper needed?

Q: Are you getting what you need from the current set of transition papers?

A: The areas where we need to focus:

- Decisions needed during the first 100 days and strategizing ways to execute those decisions.
- Hiring needs.
- A proactive agenda.

Q: When the landing team wants to talk to a scientist, will the current administration also be in the room?

A: There will be ground rules negotiated to balance the needs of the outgoing team with the landing team. OP will manage these discussions.

Q: What is the size of the landing team and when will it be announced?

A: The Trump campaign has announced the EPA landing team will be headed by Myron Ebell from the Competitive Enterprise Institute. The Clinton campaign has named John Podesta, the campaign chairman, as leading the transition effort across the government.

Q: In general we have a good communication strategy but after the election should we modify our strategy?

A: Nancy Grantham is working with Shannon Kenny on this.

Q: Are there going to be more issue papers to come?

A: There won't be a big data call until after the election.

Q: Will members of the transition team take positions with EPA?

A: Very likely. Lisa Jackson was on the last transition team.

Next Steps:

ACTION: Draft a paper outlining the new vision of science in EPA.

2016 ACCOMPLISHMENTS, 2017 ANTICIPATED ACCOMPLISHMENTS AND CORPORATE OPERATING PRINCIPLES

2016 Priorities and Accomplishments – Chris Robbins and Bob Kavlock

For 2017, we want to be able to track a set of high priority projects so the staff can see

them and the progress.

Brainstorming Results:

2017 Planned Corporate Administrative Accomplishments

1. Remove impediments to resource utilization with a goal of 100% obligation	18
2. Institutionalize Lean	16
3. Obtain Title 42 permanent authority	15
4. Build a Robust Workforce + Knowledge Management	13
5. Progress on Diversity	11
6.(tied) Enhance ORD as a great place to work	7
6.(tied) Cultivate a program management culture	7
8. Update ORD Policy and Procedure Manuals	5
9. (tied) Increase collaborative engagements	2
9. (tied) Public Access Plan	2
9. (tied) Science Hub	2

2017 Planned Corporate Science Accomplishments

1. Meet our capacity building goals – Public Health, Social Science, Drinking Water	31
2. Implement the portfolio approach to Health Assessment for key product delivery	17
3. Complete High Profile Chemical Assessments (IRIS, TSCA)	13
4. (tied) Drinking Water Support – modeling results Drinking Water, Toxics and Emergency Response (Suggested to combine with Capacity Building Goals)	12
4. (tied) Bring tools to states and communities	12
6. Integrate Climate throughout	11
7. Release the Tire Crumb report	8
8. Establish ORD's regional community of science	5
9. Beta Version Rapid Tox	4
10. Make the science of risk assessment come alive	2

Operating Principles

1. Promote translation and communication of research	30
2. Maximize transparency	24
3. Grow/Develop Future Leaders	19

Value our People		
5. (tied) Zero Tolerance of Harassment	6	
5. (tied) Accountability at all organizational levels	6	
7. Best Leadership	4	
8. (tied) Positive contributions to public health and the environment	3	
8. (tied) Trust, Honesty, Integrity	3	
<p><u>Next Steps:</u></p> <ul style="list-style-type: none"> Using anticipated accomplishments submitted by EC and MC members and input from the EC/MC discussion, develop 2017 priorities and deliverables using the 2016 anticipated accomplishments document (developed in March 2016) as a guide. 		

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